STATE OF ALABAMA
DEPARTMENT OF INDUSTRIAL RELATIONS— FY09 IT STRATEGIC PLAN WORKSHEET

IS MISSION

To provide the Department of Industrial Relations (DIR) with the information services and technology needed to fulfill its mission and goals

IS VISION

To consistently provide high quality and innovative information services to meet DIR's current and future needs

VALUES

Integrity
We will always represent the highest levels of honesty, openness, and competence

Accountability
We are stewards of our clients' trust and are solely responsible for our division's services and actions

Teamwork
We work together in an environment of cooperation and mutual respect to achieve the mission of DIR

Innovation
We will provide creative and proactive solutions to our clients' information needs

STAKEHOLDERS
(Expectations)

Customers
- DIR staff and employees
- Employers
- Those seeking employment

Expectations
- *Online access*
- *New technology*
- *Innovation*
- *Dependable, reliable, and secure systems*
- *Timely, responsive, and accurate services and data*
- *User-friendly information systems and applications*

- *Proactive advice and recommendations on user information technology needs*
- *Maintain knowledge and expertise currency*

Leaders
- DIR Leadership Team
- Department of Labor

Expectations
- *Meet mandated and compliance requirements*
- *Dependable, reliable, and secure data and systems*
- *Innovation*
- *Flexibility*

Partners
- Federal agencies (e.g., DOL, IRS, Social Security)
- Financial institutions
- Vendors
- General Public, including Community Based Organizations (CBOs)
- Other government agencies
- Other States' agencies

Expectations
- *Meet mandated and compliance requirements*
- *Dependable, reliable, and secure systems*

KEY GOALS

G1: *Electronic Transactions* - Increase the share of electronic transactions by users to 50% of UC claims transactions and 75% of UC employer tax reports by FY09.

G2: *UC Tax System* - To implement information systems (IS) applications and systems needed to replace the current UC tax system by the end of FY12.

G3: *UC Benefit System* - To implement IS applications and systems needed to replace the current UC benefit payment processing system by the end of FY11.

ASSUMPTIONS
- FY07 and FY08 initiatives are on schedule
- Workforce Development division does not mandate significant changes in job services
- Departmental funding and staffing will be reduced by approximately 25%
- Enhancement legislation is passed in FY08
- A standardized project management methodology is in place by the end of FY08

WORKLOAD MEASURES
W1: # applications supported
W2: # computer systems supported
W3: # applications developed
W4: # production tasks

STRENGTHS
- IS Leadership
- Dedicated staff
- Knowledgeable users
- Partnership with users to determine information technology needs
- Expanded wide-area network

WEAKNESSES
- Lack of dedicated IS budget
- Lack of depth in staff expertise
- Lack of enterprise architecture and standards
- Lack of project management methodology
- Lack of comprehensive systems documentation

OPPORTUNITIES
- Availability of no-cost systems developed with DOL funding
- Supplemental federal project funding (based on historical trends)
- Availability of local training and assistance

THREATS

- Decreased federal funding
- Inconsistent State support for enhancement legislation
- Increased need for effective and reliable information security measures
- Vendor changes that render applications unsupportable
- Impact of potential changes in administration policies on IS priorities and agency responsibilities

CRITICAL ISSUES

INTERNAL

IC1: Staff Expertise - Lack of depth in staff expertise needed to support new platforms while maintaining current systems

EXTERNAL

EC1: DOL Funding - With the help of the Director and DOL data, need to position DIR to acquire systems developed with DOL funding to support proposed system replacements

EC2: Proactive Decisions – To make proactive, business-based funding, staffing, compensation and systems decisions

KEY GOALS, OBJECTIVES AND STRATEGIES

G1: Electronic Transactions - Increase the share of electronic transactions by users.
  Obj1: 50% of UC claims electronic by 2009
  Obj2: 75% of UC employer tax reports electronic by 2009.
  Obj3: Implement IS applications and systems needed to maintain annual departmental operating costs at FY07 levels.

  S1: Change legislation and policies
    A.
    B.
    C.

  S2: Marketing
    A.
    B.
    C.

  S3: Change interface with users
    A.
    B.
    C.

  S4: Communication and Training of users
  A.
  B.
  C.

  S5: Identify Cost Reductions - Identify and deploy IS applications and systems to reduce annual departmental operating costs.
    A. Working with the Finance Division, determine impact of IS applications and systems on departmental operating costs during FY07. (D. McKinney) (15 Dec 08)
    B. Working with appropriate clients and stakeholders, identify potential cost saving IS opportunities and options. (D. McKinney) (30 Jun 09)
    C. Select and deploy appropriate IS options. (D. McKinney) (30 Jun 09)

G2: UC Tax System - To implement information systems (IS) applications and systems needed to replace the current UC tax system by the end of FY12.

  OBJ1: Identify a system to implement by the end of FY09.

S1: Develop and initiate an IS project plan for implementing information systems (IS) applications and systems needed to replace the current UC tax system. (**G2**, IC1, EC1)
  A. Working with UC, identify and document business requirements. (D. McKinney) (31 Dec 08)
  B. Research and identify available options from DOL funded systems to meet UC requirements. (D. McKinney) (30 Apr 08)
  C. Working with UC, select acceptable system. (M. Johnson) (31 May 08)
  D. Working with the Director of DIR and appropriate state agencies, secure selected system for replacing the current UC tax system. (M. Johnson) (31 May 08)
  E. Develop project plan and implementation schedule. (D. McKinney) (31 Aug 08)
  F. Initiate project plan. (M. Johnson) (30 Sep 08)

G3: UC Benefit System - To implement IS applications and systems needed to replace the current UC benefit payment processing system by the end of FY11.

  OBJ1: Complete 25% of project activities to implement IS applications and systems needed to replace the current UC benefit payment processing system. (% project completed)

S1: UC Benefit System - Develop and initiate an IS project plan for implementing information systems (IS) applications and systems needed to replace the current UC benefit payment processing system.
  A. Working with UC, identify and document business requirements. (D. McKinney) (31 Dec 08)
  B. Research and identify available options from DOL funded systems to meet UC requirements. (D. McKinney) (30 Apr 09)

    C.   Working with UC, select acceptable system. (D. McKinney) (31 May 09)

    D.   Working with the Director of DIR and appropriate state agencies, secure selected system for replacing the current UC benefit payment processing system. (D. McKinney) (31 May 09)

    E.   Develop project plan and implementation schedule. (D. McKinney) (31 Aug 09)

    F.   Initiate project plan. (D. McKinney) (30 Sep 09)

EC2: Proactive Decisions – To make proactive, business-based funding, staffing, compensation and systems decisions

S1: Study system duplication and usage and eliminate unused and duplicate systems.

S2: Get input on needs
    A.   Assign liaisons within each department
    B.   Assess user needs based on user input.

S3. Form an automation steering committee to determine priorities.

S4: Communication of vision and plans

S5: Change work environment to better influence staff performance and satisfaction as well as to save money.

S6: Communicate with policymakers, legislature to inform of legislative needs.

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